

Cornell
University
Announcements

School
of Hotel
Administration



The courses and curricula described in this Announcement, and the teaching personnel listed herein, are subject to change at any time by official action of Cornell University.

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Cornell University

School of Hotel Administration

1981–82

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The School of Hotel Administration at Cornell University

The School of Hotel Administration offers undergraduate and graduate training in numerous disciplines required for modern management, including accounting, finance, marketing, administration, and human-resources development. The School's graduates hold positions in a variety of industries but are especially well represented in the management of hospitality-related enterprises, including the lodging, food-service, and travel industries.

Students are encouraged to pursue a broad range of courses as preparation for assuming their places in the business community. Included in the basic curriculum are courses in financial management, science and technology, food and beverage management, and physical-plant management. Students also have access to courses offered by all the other colleges of the University and are encouraged to tap Cornell's tremendous educational resources.

Because hospitality management cannot be taught wholly in the classroom, lectures and laboratories are supplemented with work experience on campus and in the industry. Students receive firsthand training through the operation of Statler Inn and must complete the equivalent of two ten-week periods of full-time supervised employment in the field to satisfy degree requirements (see page 9).

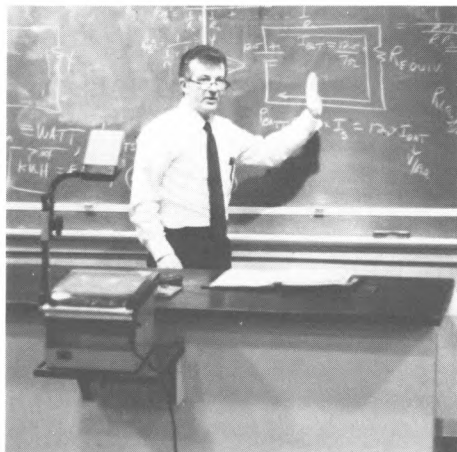
History of the School

The School of Hotel Administration had its beginnings in 1922 as a department within what was then the School of Home Economics in the New York State College of Agriculture. A four-year course of study from the start, Cornell's program in hotel administration began with a single professor—Dr. H. B. Meek—and a class of 21 students. The faculty, curriculum, and student body expanded gradually

over the years, and the School of Hotel Administration was formally established, in the newly constructed Statler Hall, in 1950. Four years later, the School was separated from the statutory colleges and became an independent academic unit with its own faculty and dean.

The first of its kind, Cornell's curriculum in hotel administration remains preeminent among the numerous hospitality-education programs established in more recent years. Under the direction of Dean Robert A. Beck from 1961 through 1981, the School's full-time faculty grew to approximately 50 members, devoted to the development of the School's programs and the instruction of its 640 undergraduate and 100 graduate students. Students also benefit from the knowledge of numerous visiting and part-time professors and lecturers and of guest speakers active in the hospitality industry. The curriculum has continued to expand in response to the needs of students and to developments in the industry. In 1973 a program leading to the degree of Master of Professional Studies was added to the School's graduate-level offerings.

The late Ellsworth Milton Statler, creator of Statler Hotels, has been the School's principal benefactor. During his lifetime Mr. Statler gave generously. Under the



terms of his will, the trustees of the Statler Foundation have donated more than \$7 million for the construction of Statler Hall, home of the School, and contributed an endowment of \$1.25 million to provide for its maintenance. These and other gifts—supporting the E. M. Statler Professorship, the Statler Teaching Fellowships, research, and publications—constitute a total of well over \$10 million. Other benefactors have helped the School maintain its reputation of academic excellence (see "School-Industry Cooperation," page 25).

Statler Hall

Statler Hall is a unique facility, designed for both theoretical and practical instruction. The building has three parts: a classroom section with a library, offices, classrooms, and laboratories; a practice inn; and an auditorium with full stage facilities.

The Research Library of the School houses an extensive collection, numbering over 19,000 volumes, of publications on hotel and restaurant operation and related subjects. Many personal contributions—including the Herndon and Vehling collections, which contain numerous rare materials—have enhanced the library's usefulness to students. Carrels for individual research and facilities for group study are available.

Statler Inn is a practice laboratory for student instruction in operational procedures and managerial responsibilities. The Inn contains 52 guest rooms, a fully equipped front office, a cocktail lounge, and a variety of restaurants, including a formal dining room, private dining rooms, two self-service restaurants, and a ballroom.

Statler Hall facilities have periodically been modified to reflect technological advances and changes in the industry.

The remodeling of one cafeteria was completed in 1978, the main kitchen was renovated in 1979, and further expansion and improvements are slated for the coming years.

Statler West Annex, formerly the home and orphanage of an international fraternal order, was acquired by the School in 1980. This 165-acre facility overlooking Cayuga Lake will house the School's nonacademic functions and serve as a conference center for the hospitality industry.

Student Activities

Entering students receive most of their instruction in Statler Hall and form a close association with their classmates and instructors; in addition, each student has a faculty adviser for counseling on academic and personal matters. As a result, students in the School of Hotel Administration enjoy the benefits of a small college and all the advantages of a large university.

Students in the School have the opportunity to participate in numerous educational, recreational, and cultural activities. Hotel Ezra Cornell is an annual weekend presentation of hospitality, educational activities, and entertainment by the School's students for individuals

prominent in the hospitality industry. The School's students may also join the Student-Faculty Committee, a group concerned with student affairs, or serve on the Triad Committee (see page 23). Upperclass hotel students who have contributed through their scholarship and their participation in School activities are elected to Ye Hosts, the School's honor society, and outstanding students are selected for membership in Phi Kappa Phi, a national honor society. Students may also join national and international hospitality organizations and attend industry conferences and conventions.

Information about University activities and other aspects of student life may be found in the publication *Introducing Cornell*.

Academic Departments

The School of Hotel Administration currently offers courses in nine general areas. Undergraduates and graduate students may concentrate their studies in one of these areas, although the School does not formally offer areas of major and minor concentration.

Administrative and General

Management. Because management of a hospitality enterprise requires a broad range of knowledge, courses in this area

cover both general management principles and their application in specific fields, including real estate, clubs, resorts, casinos, and the small business.

Human-Resources Management.

The labor-intensive nature of the service industries requires efficient personnel management. The School's students are prepared with courses in such areas as psychology, organizational behavior, personnel problems and management, and union-management relations.

Accounting and Financial Management.

Students learn the basic principles of accounting and finance, as well as the systems specific to the hospitality

industry, in courses covering the analysis of financial statements, taxes, investment management, internal control, and front-office systems.

Food and Beverage Management.

Through lectures, laboratories, and hands-on experience in Statler Inn's food and beverage operations, students gain familiarity with all phases of operation, from planning and purchasing through production and service.

Law. The School's law courses acquaint students with the legal rights and





responsibilities attendant upon business in general and hospitality operations in particular.

Properties Management. Students receive instruction in the management of physical facilities and their planning, design, and construction through courses in electrical and mechanical systems, food-facilities engineering, project development, energy conservation, and environmental considerations.

Communication. Students learn the importance of effective managerial communication and develop skill in such

areas as report preparation, letter writing, and oral expression, through videotaped presentations, classroom interaction, and writing assignments.

Science and Technology. Students are taught scientific principles pertinent to hospitality concerns (sanitation, for example, and food chemistry as it relates to food products and production techniques) and the application of information systems—including basic programming and other work with data-processing equipment—to hospitality management.

Economics, Marketing, and Tourism.

Courses in this area acquaint the student with modern economic issues and their relevance to business decisions; market analysis and marketing strategy; and the development of tourism, with emphasis on socioeconomic and cultural considerations.

Brief descriptions of courses offered in these areas are provided on pages 10–14 and 17.

The Undergraduate Program

Undergraduate Admission

Applicants to all Cornell schools and colleges complete the same application form, which may be obtained from the Office of Admissions, Cornell University, 410 Thurston Avenue, Ithaca, NY 14850. The deadlines for the receipt of applications are November 1 for January admission, January 1 for September freshman admission, and March 15 for September transfer admission. A nonrefundable \$30 application fee is required.

Because more applicants meet academic requirements than can be accepted by the School, the faculty committee on admissions carefully reviews each application and selects those candidates deemed most likely to benefit from the instruction offered and to make a significant contribution to the School. The committee examines each applicant's educational goals, college-entrance test scores, high-school record (and, in the case of transfers, college record), relevant work experience, and recommendations by

counselors, alumni, and others. Although the committee uses general guidelines to evaluate the academic strengths of each applicant, there are no absolute standards for admission.

Freshman Admission

Academic Requirements. The applicant must have completed a secondary-school curriculum and must offer at least 16 acceptable units of entrance credit, including four units of English, three of mathematics, and two of science, one of which must be chemistry. Other desirable courses include additional work in mathematics and science (especially physics), social studies (including history), and a foreign language. Students should note that the curriculum in hotel administration includes a number of rigorous courses in accounting, science, and engineering, and the committee on admissions insists on evidence of good scholastic ability. A minimum of one course in chemistry is specified because the School's required food-science courses are particularly demanding.

Test Requirements. Applicants are required to take the Scholastic Aptitude Test or the American College Tests. Achievement tests, although helpful, are not required. Information on these tests may be obtained from a high-school guidance counselor or from the Admissions Testing Program, College Entrance Examination Board, Box 592, Princeton, NJ 08541.

Personal Interview. All applicants are required to have a personal interview with a representative designated by the School's admissions office. (Interviews with Cornell alumni or representatives of the University's Office of Admissions are helpful but do not take the place of the required School interview.) Applicants who live a considerable distance from Ithaca may interview with a designated School representative in their own region. To request an interview, applicants should write directly to the Admissions Office, School of Hotel Administration, Cornell University, 339 Statler Hall, Ithaca, NY 14853. The deadlines for fulfilling this requirement are December 1 for January admission, March 15 for September freshman admission, and April 1 for September transfer admission.

Early-Decision Plan. The School offers an early-decision plan to a limited number of highly qualified high-school seniors whose first college preference is Cornell. Further information is available in the publication *Introducing Cornell*; an early-decision request form is sent with application materials.



Notification Dates. With the exception of the early-decision plan, admission decisions are made on a "rolling basis" (i.e., as an application becomes complete, it is reviewed by the School's faculty committee on admissions, and notification of the committee's decision is mailed to the applicant by the University).

Transfer Admission

A transfer student must have completed at least one semester (a minimum of 15 credits) of college-level work before the anticipated entrance date at Cornell. Transfer applicants must meet the same admission requirements as freshman applicants, including the Scholastic Aptitude Test or American College Tests and the personal interview.

Transfer students must complete at least five terms in residence at Cornell. A maximum of 24 general elective credits may be transferred for courses that *closely* parallel those required by the School. Transfer credits cannot be applied to the School's required liberal-arts and hotel elective credits. The final transfer-credit decision is made after a student has been accepted for admission.

International Students

Because the previous education of international students may differ considerably from that of the native student, some latitude may be granted with respect to the exact secondary entrance units required. It is essential, however, that the international student possess an educational background

tantamount to the 12 years of secondary schooling required of native applicants and that the caliber of academic performance be high. If the applicant's native language is not English, and he or she has not been educated in English-language schools for at least two years, the results of the Test of English as a Foreign Language (TOEFL) must be presented. (The international student must achieve a score of 550 or above on the TOEFL for admission.) The mathematics portion of the Scholastic Aptitude Test or level I or II of the mathematics achievement test is also required. Registration information for these tests may be obtained from the Educational Testing Service, Box 899, Princeton, NJ 08540, USA.

All international applicants must arrange for an official interview by writing directly to the admissions office of the School of Hotel Administration. Interviews can often be conducted in the applicant's own country by designated representatives of the School.

Application forms and information regarding Cornell's advanced-standing policy for foreign credentials may be obtained from the International Student Office, Cornell University, 200 Barnes Hall, Ithaca, NY 14853, USA.

Special Students

A special student is one who has been sponsored to attend the School, usually by an organization or government, for specialized training not leading to a degree. In such cases the sponsor is responsible for all tuition and fees, and a specific program is established for the student.

Special-Opportunity Programs

Cornell University administers a variety of special-opportunity programs designed to provide academic and personal support and financial assistance to minority students and to low-income students meeting program guidelines. These special programs help increase representation of students from minority groups present in New York State that have been underrepresented in higher education. Participation is also available to those residing outside New York State. For details prospective students should consult the publication *Introducing Cornell*, which will be sent on request by Cornell University Announcements, Building 7, Research Park, Ithaca, New York 14850.

Undergraduate Curriculum

Requirements for Graduation

Regularly enrolled undergraduates must satisfy the following requirements to receive a bachelor of science (B.S.) degree: (1) completion of eight terms in residence; (2) completion, with a minimum average of 2.0, of the School's 122 required credits; (3) a grade-point average of at least 2.0 in the final semester; (4) completion, during the first two terms of residence, of the University physical-education requirement; and (5) completion of two units of **practice credit** before the last term of residence (each student must complete a minimum of two summer periods of ten weeks each of full-time supervised

employment, or the equivalent, and write an acceptable report for each period). Information on the last requirement is contained in the *Practice Instruction Handbook*, available upon request from the School's admissions office.

Required Courses

	Credits
Administrative and general management: 101	1
Human-resources management: 111, 211	6
Accounting and financial management: 121, 122, 125, 221, 222	15
Food and beverage management: 131, 132, 231, 233, 331	12
Law: 341, 344	6
Properties management: 251, 351, 352, 451	12
Communication: 165, 265	6
Science and technology: 171, 172, 173, 174	12
Economics, marketing, and tourism: 281, 282, 384	9
Humanities and social-sciences electives	6
Total specifically required credits	85
Hotel elective credits	13
Free elective credits	24
Total credits required for graduation	122



Undergraduate Course Offerings

Courses offered by the School's faculty are listed in the following pages.

For the most current and detailed information on the School's course offerings—including prerequisites, fees, and enrollment limitations—the reader should consult the supplementary course announcement issued each semester by the School's registrar. Detailed descriptions of the School's courses, along with descriptions of courses offered in other divisions of the University, are also published in the University catalog *Courses of Study*.

Course Numbers. The first digit of a course number indicates the relative sophistication of the course (e.g., 1 indicates an introductory-

level course), and the center digit indicates the department in which the course is offered. In the following table the digit applicable to each department follows the department's name.

Administrative and General Management (0), pages 10–11

Human-Resources Management (1), page 11
Accounting and Financial Management (2), pages 11–12

Food and Beverage Management (3), page 12
Law (4), page 12

Properties Management (5), pages 12–13

Communication (6), page 13

Science and Technology (7), page 13

Economics, Marketing, and Tourism (8), pages 13–14

Students may also conduct independent research projects in any department of the School; see "Directed Study," page 14.

Administrative and General Management

101 Orientation Fall or spring. One credit. Required. Office of the Dean.

An introduction to the School, Statler Inn, and the hospitality industry.

102 Lectures in Hotel Management Fall. One credit. Elective. Office of the Dean.
Lectures by individuals prominent in hotel, restaurant, and allied fields.

200 Personal Real-Estate Investments Fall or spring. Two credits. Open only to students outside the School of Hotel Administration. D. Sher.

Economics of real estate; tax shelters; financial leverage; personal investments; risk analysis; cash flow; return on investment; sources of financing; joint ventures and syndications; acquisition; real-estate development.

203 Club Management Fall or spring. Two credits. Elective.

The nature of the private-membership club, focusing on ownership, governance, operation, and legal considerations.

204 Franchising in the Hospitality Industry Fall. Two credits. Elective. D. E. Whitehead.

The franchisor-franchisee relationship; advantages and disadvantages of franchising; structure and services offered by franchisors.

205 Resort and Condominium Management

Spring. Three credits. Elective. M. A. Noden.
Business promotion; facilities; services; staffing; contract forms; regulations; Securities and Exchange Commission requirements.

206 General Insurance Fall. Three credits. Elective. K. McNeill.

Types of insurance and insurers; law of contracts; rate-making; negligence; torts; compensation; package policies; adjustment of losses.

301 Development of a Hospitality Property Spring. Three credits. Elective. D. E. Whitehead.
Development of a hypothetical property, from feasibility study through opening.

302 Principles of Management Fall or spring. Three credits. Elective. P. L. Gaurnier.
Management processes, concepts, and principles; decision-making; communication.

304 Rooms-Division Management—Front Office, Reservations Fall. Two credits. Elective. S. P. Weisz.
An operational view of the front office, with guest speakers from the industry.

305 Rooms-Division Management—Housekeeping and Laundry Operations Fall. Two credits. Elective. S. P. Weisz.

Operation of the housekeeping and laundry departments, with guest speakers from the industry.

306 General Survey of Real Estate Fall or spring. Two credits. Elective. D. Sher.

Real estate in the retail environment: its marketing, merchandising, and financing, the effects of real-estate financing on a firm's financial structure.

401 Seminar in Management Principles Fall or spring. Two credits. Elective. P. L. Gaurnier.
Case studies and analytical reports based on management principles and concepts.

402 Hotel-Management Seminar Fall. One credit. Elective. Office of the Dean.
Small-group meetings with individuals from the industry.

404 Management Organization of Small Business Fall or spring. Three credits. Elective.
Managerial considerations in planning, organizing, directing, and controlling the small enterprise.

406 Integrated Case Studies in the Hospitality Industry Fall or spring. Three credits. Elective. R. M. Chase, P. L. Gaurnier.
Business strategies, human relations, administration, marketing, finance.

407 Seminar in Hotel Operations Spring. Two credits. Elective. P. L. Gaurnier.
Staff planning, budgeting, scheduling; payroll control; forecasting; collective bargaining; financial statements; productivity analysis.

408 **Casino Management** Fall or spring. Two credits. Elective. D. E. Whitehead.
Casino administration, marketing, design, regulation, internal control; basic casino games.

Human-Resources Management

111 **Introductory Psychology** Fall or spring. Three credits. Required. F. Berger.
Basic psychological concepts—sensation, perception, learning, motivation—and their application to hotel management.

211 **The Management of Human Resources** Fall or spring. Three credits. Required. D. A. Dermody.
Organizational behavior; selection and placement of personnel; supervision; wage and salary administration; union-management relations.

311 **Union-Management Relations in Private Industry: A Survey** Fall. Three credits. Elective. F. A. Herman.

History and structure of unions in the hospitality industry; federal and state laws; the collective-bargaining process, including negotiations and contract administration; conciliation procedures.

314 **Psychology in Business and Industry** Fall or spring. Three credits. Elective. S. W. Davis.
Personnel selection, placement, training; personnel problems; the social psychology of the work organization.

411 **Hotel Manpower Management Simulation** Spring. Three credits. Elective. S. W. Davis.
Advanced work in simulation as a training device.

414 **Organizational Behavior and Small-Group Processes** Spring. Three credits. Elective. F. Berger.
Current research on leadership, decision-making, motivation, power, organizational change, and communication.

416 **Special Studies in the Management of Human Resources** Fall. Three credits. Elective. D. A. Dermody.
Problems and challenges of personnel management in business organizations.

419 **T.A. Training—Human-Resources Management** Fall or spring. Variable to three credits. Elective.
Development of teaching skills, including discussion, lesson planning, grading.

Accounting and Financial Management

120 **Basic Principles of Accounting and Financial Management** Fall or spring. Two credits. Open only to students outside the School of Hotel Administration.

Accounting principles; financial statements; cash forecasting; cash budgeting; financial analysis.

121 **Financial Accounting** Fall. Three credits. Required. Open only to students in the School of Hotel Administration. D. H. Ferguson.
Transactions analysis; flow of accounting data to financial statements; considerations in accounting for revenues, expenses, assets, liabilities, owner's equity.

122 **Hospitality Accounting Systems** Fall or spring. Three credits. Required. D. C. Dunn.
Accounting systems for lodging properties and restaurants; journals and ledger accounts; transactions flow; preparation and interpretation of financial statements.

125 **Finance** Fall or spring. Three credits. Required. R. M. Chase.
Cash flow, the time value of money, and capital budgeting; emphasis on the analysis of accounting information and decision-making.

220 **Financial Accounting Principles** Fall or spring. Three credits. Fall: open only to students outside the School of Hotel Administration; spring: open to all students. Satisfies 121 requirement. R. Kastner, D. C. Dunn.
Transactions analysis; flow of accounting data to financial statements; considerations in accounting for revenues, expenses, assets, liabilities, owner's equity.

221 **Managerial Accounting** Fall. Three credits. Required. A. N. Geller.
The use of accounting information for managerial planning, control, evaluation. Differential accounting; accounting systems; behavior of costs; budget preparation; analysis of variance.

222 **Managerial Accounting in the Hospitality Industry** Spring. Three credits. Required. J. J. Eyster.

Ratio, comparative, and cost-volume-profit analyses; internal control; operational budgeting; feasibility studies.

223 **Front-Office Machine Accounting** Fall or spring. One credit. Elective. D. C. Dunn.
Practical exercises with a front-office posting machine, ranging from simple posting of charges and credits to error correction and the night audit.

321 **Hotel-Management Contracts** Fall. One credit. Elective. J. J. Eyster.
The negotiation and administration of hotel-management contracts, with emphasis on the owner-operator relationship.

322 **Investment Management** Fall or spring. Two credits. Elective.
Investment opportunities and their analysis; focus on the stock and bond markets, including security portfolio management.

323 **Financial Analysis and Planning** Fall. Three credits. Elective. J. J. Eyster.
The tax environment; profit planning and forecasting; budgeting; capital budgeting; cost-of-capital determination.

324 Financial Charts and Graphs Spring. One credit. Elective.
The visual presentation of quantitative data, especially in annual reports and the media; financial charting.

421 Internal Control in Hotels Spring. Two credits. Elective. A. N. Geller.
The distribution of accounting and clerical work to establish effective internal control.

422 Taxation: Personal and Corporate Fall. Two credits. Elective. R. Gilfoil.
Personal income tax; corporate federal and state tax; tax incentives; tax shelters.

Food and Beverage Management

131 Introduction to Food and Beverage Operation and Management Fall or spring. Two credits. Required.
The language and systems of commercial food and beverage operations.

132 Food-Production Techniques Fall or spring. One credit. Required.
Laboratory work in food and beverage preparation and service.

231 Meat Science and Management Fall or spring. Three credits. Required. S. A. Mutkoski, G. Norkus.
Commercial considerations in meat, poultry, and fish service, including nutritive value, structure, composition, sanitation, purchasing, storage, handling, preparation.

233 Food-Production Systems: Cafeterias Fall or spring. Three credits. Required. A. L. Colucci.
Cafeteria menu planning, truth-in-menu regulations, recipe standardization, convenience foods, sanitation; participation in the production of hot and cold foods, desserts, and bakery products.

234 Food and Beverage Control Fall or spring. Two credits. Elective. T. T. Cullen.
Study and application of control systems and analytical techniques in food and beverage operations.

331 Food-Production Systems: A La Carte, Banquet, Beverage, and Service Fall or spring. Three credits. Required.
Preparation techniques and service of à la carte menus, with emphasis on beginning management skills.

333 Corporate Restaurant Management Fall. Three credits. Elective. V. A. Christian.
Managerial and technical duties, government regulations, guest demands, and other managerial considerations related to corporate organizations large and small.

337 Survey of Beverages Spring. Two credits. Elective. V. A. Christian.
Wines, beers, spirits, and other beverages, as they relate to the hospitality industry.

338 Purchasing Spring. Two credits. Elective. S. A. Mutkoski.
Establishing a purchasing department; the function of the purchasing agent; purchasing specifications and forms; controls; typical products.

430 Introduction to Wine and Spirits Fall or spring. Two credits. S-U grades only. Open only to students outside the School of Hotel Administration. V. A. Christian.
History, production, characteristics, and handling of wine and spirits.

Law

247 Law and the Woman Employee Spring. Three credits. Elective. J. E. H. Sherry.
The legal problems of female employees and the emerging legal rights of women generally.

341 Law of Business I Fall. Three credits. Required. J. E. H. Sherry.
The development of common, statutory, and constitutional law; the judicial system; contract law; laws of principal and agent, employer and employee; partnerships and corporations.

342 Law of Business II Spring. Three credits. Elective. J. E. H. Sherry.
Laws pertaining to the Uniform Commercial Code, bailments, trusts and estates, transfers by will, unfair competition, trade regulation, bankruptcy, insurance.
343 Law of Federal Securities Spring. One credit. Elective.
Rights and responsibilities of the corporate executive.

344 Law of Innkeeping Fall or spring. Three credits. Required. J. E. H. Sherry.
Legal rights and responsibilities of hotel and restaurant management.

Properties Management

251 Property-Management Graphics Fall or spring. Three credits. Required.
Projection and architectural drawing; site analysis and planning; hotel functional design.

351 Hotel Mechanical and Electrical Problems I Fall. Three credits. Required. J. J. Clark.
Utility management, energy conservation, and costs of operation and maintenance.

352 Hotel Mechanical and Electrical Problems II Spring. Three credits. Required. J. J. Clark, R. A. Compton.
Major systems, including heating, refrigeration, and air-conditioning; costs of operation and maintenance.

353 Introductory Food-Facilities Engineering Fall. Three credits. Elective. R. A. Compton. Facilities design and planning; space allocation, work flow, equipment selection.

451 Physical-Plant Planning and Construction Fall or spring. Three credits. Required. R. A. Compton. Construction, renovation, and maintenance of lodging and food-service operations, including attention to building codes, trade practices, cost estimates, and management responsibilities.

452 Seminar in Interior Design Spring. Three credits. Elective. R. H. Penner. Guest requirements in different lodging types and their influence on the design of interiors.

453 Seminar in Environmental Control Fall. Three credits. Elective. J. J. Clark. Application of light and color; acoustical design; noise suppression; control systems; ecological considerations.

454 Seminar in Hotel Planning Fall. Three credits. Elective. R. H. Penner. Site selection; conceptual design; building systems. Discussion of space allocation, equipment, and budgets.

455 Seminar in Restaurant Planning Spring. Three credits. Elective. R. A. Compton. Design, engineering, and construction of restaurants, including discussion of space allocation, trade practices, building and health codes, equipment and furnishings, cost estimations, and management responsibilities.

Communication

161 Typewriting Fall or spring. Two credits. Elective. B. B. David. Touch-typing for the college student.

165 Basic Business Writing Fall or spring. Three credits. Required. D. A. Jameson, D. G. Flash, J. F. Lumley, C. A. Solomon. Organizing; outlining; understanding and using research sources; writing clearly in the preparation of external and internal reports.

261 Report Typing Fall or spring. Two credits. Elective. B. B. David. Electric typewriting for students who want to improve speed and accuracy; evaluation of various forms of business letters.

262 Typewriting and Business Procedures Fall or spring. Three credits. Elective. B. B. David. Students learn business procedures and develop sufficient speed and accuracy on electric typewriters to meet business standards for an executive assistant.

263 Shorthand Theory Fall or spring. Three credits. Elective. B. B. David. The basic theory of Gregg shorthand.

265 Effective Communication Fall or spring. Three credits. Required. F. A. Herman. Principles of and practice in clear, effective interpersonal communication and the application of communication skills in the work environment.

268 Written Communication Fall or spring. One credit. S-U grades only. Elective. J. S. Livingston. A review of the principles of English composition, focusing on word choice, sentence structure, paragraph construction, organization.

364 Advanced Business Writing Fall or spring. Two credits. Elective. D. A. Jameson. Principles of and practice in job-hunting communications, sales letters and brochures, administrative refusals, and responses to complaints.

Science and Technology

171 Food Chemistry I Fall. Three credits. Required. M. H. Tabacchi. Inorganic and organic chemistry, with emphasis on fats, carbohydrates, and proteins.

172 Food Chemistry II Spring. Four credits. Required. M. H. Tabacchi. The chemistry of fats, carbohydrates, and proteins, as it relates to food products and production techniques.

173 Sanitation in the Food-Service Operation Fall or spring. Two credits. Required. B. S. Richmond. The causes and prevention of food spoilage and food-borne diseases; discussion of recent developments and regulations.

174 Information Systems Fall or spring. Three credits. Required. Introduction to information systems and computing machines; basic programming skills and file processing.

274 Hotel Computing Applications Fall. Three credits. Elective. R. G. Moore. Hotel and other service-related computing systems, including attention to electronic cash registers and point-of-sale devices.

371 Principles of Nutrition Fall or spring. Three credits. Elective. M. H. Tabacchi. Nutrient composition of fresh and processed foods; nutrient handbooks; recommended daily allowances; nutrition labeling; additives; special diets.

374 Business Systems Programming and Design Spring. Three credits. Elective. R. G. Moore. Analysis, design, and programming of hospitality information systems, with emphasis on reports for decision-making.

Economics, Marketing, and Tourism

281 Principles of Economics Fall. Three credits. Required. D. Sher. An introduction to microeconomic and



macroeconomic concepts and their application to the hospitality industry.

282 Economic Analysis in the Hospitality Industry Spring. Three credits. Required. D. Sher. Application of economic concepts and statistical techniques to decision-making in the hospitality industry.

284 Tourism Fall. Three credits. Elective. M. A. Noden. Foreign and domestic tourism: development of infrastructure and superstructure; travel delivery systems; the social and cultural aspects of tourism.

285 Hotel Sales Fall or spring. Two credits. Elective. D. A. Dermody, M. Shaw. The selling of hotel space, with emphasis on attracting and serving groups.

381 Advertising and Public Relations Fall. Two credits. Elective. Advertising, publicity, public relations, and sales communication for hotel-motel marketing.

383 Seminar in Selected Topics in Hospitality Marketing Fall or spring. Two credits. Elective. W. H. Kaven. Topics vary by semester.

384 Principles of Marketing Fall. Three credits. Required. W. H. Kaven. Principles of marketing, with emphasis on the marketing of services.

481 Seminar in Advertising and Public Relations Fall. Two credits. Elective. Case histories of hospitality advertising, publicity, business promotion, and public relations.

483 The Psychology of Advertising Fall. Three credits. Elective. P. C. Yesawich. Principles of learning, perception, and motivation applied to advertising practices past, present, and future.

Directed Study: Undergraduate Independent Research

Students may conduct independent research projects in any academic department of the School under the direction of a faculty member, as listed below. Credit is arranged on an individual basis.

Management Intern Program. Open only to upperclass and graduate students. Students enrolled in this 12-credit program combine managerial instruction with on-the-job management experience and receive both academic credit and practice credit. For information about the program, write to the Management Intern Program Coordinator, School of Hotel Administration, Cornell University, Statler Hall, Ithaca, NY 14853.

600 Undergraduate Independent Research in Administrative and General Management

601 Management Intern Program I—Operations

602 Management Intern Program II—Academic

610 Undergraduate Independent Research in Human-Resources Management

620 Undergraduate Independent Research in Accounting and Financial Management

630 Undergraduate Independent Research in Food and Beverage Management

640 Undergraduate Independent Research in Law

650 Undergraduate Independent Research in Properties Management

660 Undergraduate Independent Research in Communication

670 Undergraduate Independent Research in Science and Technology

680 Undergraduate Independent Research in Economics, Marketing, and Tourism

The Graduate Program

Graduate Admission

M.P.S. Degree Program

Applicants to the master of professional studies (M.P.S.) degree program are expected to have had at least six months of experience in the hospitality field, although they are not required to have baccalaureate degrees in hotel administration.

Academic Requirements. Applicants should have completed courses in most or all of the areas listed below prior to starting the master's program. If a candidate has completed fewer than 12 credits in these areas, the number remaining is added to the credits required for graduation.

	Credits
Financial and managerial accounting	6
Microeconomics and macroeconomics	6
Introductory psychology	3
Personnel administration or industrial psychology	3
Total	18

Test Requirements. All applicants for admission are required to take the Graduate Management Admission Test (GMAT). Applications for the test may be obtained from the Educational Testing Service, Box 966, Princeton, NJ 08540.

Personal Interview and Recommendations.

All applicants must arrange for a personal interview with a representative of the School of Hotel Administration. The applicant who is within reasonable driving distance of Cornell University is asked to come to the School for the interview in order to meet some of the graduate faculty and students and to tour the School's facilities. Each applicant must submit two letters of recommendation: one from a faculty member at his or her undergraduate institution, and the other letter from an employer, preferably in the hospitality industry.

International Students. International applicants to the M.P.S. program must possess the equivalent of a United States bachelor's degree. In addition to fulfilling the other M.P.S. requirements, the international applicant must take the Test of English as a Foreign Language (TOEFL) and obtain a score of 550 or above, unless the applicant's native language is English or he or she has attended



a university for at least two years in a country where the native language is English. (The TOEFL *must* be taken by applicants who attended universities in non-English-speaking countries, even if the language of instruction was English.)

Deadlines. Applications for fall admission must be filed by February 1; the deadline for submitting supporting documents (including test scores) and fulfilling the personal-interview requirement is March 1. Applications for spring admission must be filed by September 1, and all supporting documents must be submitted by October 1.

Application forms and information about general requirements may be obtained from the Graduate School, Cornell University, Sage Graduate Center, Ithaca, NY 14853. Inquiries concerning interview arrangements, the School's program, and graduation requirements should be directed to the Graduate Faculty Representative, School of Hotel Administration, Cornell University, Statler Hall, Ithaca, NY 14853. For information on financial aid for graduate students, see page 20.

M.S. and Ph.D. Degree Programs

Persons interested in working toward the **master of science** (M.S.) degree must first fulfill the School's regular bachelor of science (B.S.) degree requirements. The M.S. degree program normally requires one full year of residence beyond that required for the bachelor's degree, and completion of an



acceptable original thesis. A candidate for the **doctor of philosophy** (Ph.D.) degree must hold a master's degree. The length of time required to complete the Ph.D. program depends on the subject area of the candidate's master's degree.

Graduate Curriculum

M.P.S. candidates pursue one of three program tracks; the choice of program depends on the areas previously studied. Students with undergraduate degrees in areas other than hotel administration follow Track I, a two-year program.

The curricula for Tracks II and III are designed individually for each student, based on previous experience and career goals.

Students in Track II (who hold B.S. degrees in hotel administration from institutions other than Cornell) are expected to have taken the courses required for Track I as part of their undergraduate work. If they have not, these courses are added to their graduate program. A minimum of three semesters in residence is required for those in Track II.

Track III is for students who hold B.S. degrees in hotel administration from Cornell; it normally requires only one year to complete.

Each M.P.S. student must write an investigative paper, or *monograph*, under the guidance of an adviser.

Required Program for M.P.S. Track I Students

	Credits
Accounting and financial management: 722, 723	7
Food and beverage management: 731, 732	6
Law: 744	3
Properties management: 751, 752	6
Science and technology: 173, 771, 774	9
Economics, marketing, and tourism: 781	3
Monograph research: 800	3
Monograph: 801	2
Total specifically required credits	39
Elective credits	25
Total credits required, Track I	64

Graduate Course Offerings

Administrative and General Management

701 Graduate Seminar in Hotel Operations Fall. Two credits. Elective. P. L. Gaurnier. Hotel-management terminology, concepts, and procedures used to develop information and to make decisions relevant to forecasting and controlling manpower requirements under changing business conditions.

Human-Resources Management

711 Dispute Resolution in Service Industries Spring. Three credits. Elective. F. A. Herman. Exploration of labor-management conflicts and their resolution; emphasis on adjudication of grievances in both union and nonunion settings.

Accounting and Financial Management

722 Graduate Managerial Accounting in the Hospitality Industry Spring. Three credits. Required. J. J. Eyster. Ratio, comparative, and cost-volume-profit analyses; internal control; operational budgeting; feasibility studies.

723 Graduate Corporate Finance Fall. Four credits. Required. A. N. Geller. Securities; valuation concepts; capital budgeting; cost of capital; long-term financing; mergers and consolidations; legal aspects of financial management.

724 Interpretation and Analysis of Financial Statements Spring. Three credits. Elective. A. N. Geller. Issues related to the reporting of corporate enterprises' operating results, including public attitudes and internal decision-making.

Food and Beverage Management

731 Food and Beverage Management Fall or spring. Three credits. Required. V. A. Christian. Managerial and operational principles and

techniques of planning, operating, and evaluating a food and beverage operation.

732 Graduate Operational Food-Production Systems Fall or spring. Three credits. Required. Practical application of the fundamentals of food-production systems, from menu-planning through service.

735 Graduate Meat Science and Management Fall. Three credits. Elective. S. A. Mutkoski. The purchasing, receiving, storage, use, and cost of meat, fish, and poultry.

Law

744 Law of Innkeeping for Graduate Students Fall or spring. Three credits. Required. J. E. H. Sherry. Fundamentals of hospitality law.

Properties Management

751 Project Development and Construction Fall or spring. Three credits. Required. Feasibility studies; functional planning and design; financing; bidding; construction contracts; scheduling; graphic communication.

752 Graduate Studies in Electrical and Mechanical Systems Spring. Three credits. Required. J. J. Clark. Capital costs and operating costs of water, heating, refrigeration, air-conditioning, electricity, and lighting, with emphasis on energy conservation and efficient utilities management.

Science and Technology

771 Graduate Food Chemistry Fall. Four credits. Required. M. H. Tabacchi. The chemistry of fats, carbohydrates, and proteins, as it relates to food products and production techniques.

774 Computers and Hotel Computing Applications Fall or spring. Three credits. Required. R. G. Moore. Computer concepts and programming; examination of managerial impact, cost justification, user reaction, and guest satisfaction.

Economics, Marketing, and Tourism

781 Marketing Management Spring. Three credits. Required. W. H. Kaven. Analysis of the marketing environment; market-opportunity analysis; marketing strategy.

Directed Study: Graduate Independent Research

Graduate students may conduct independent research projects in any academic department under the direction of a faculty member, as listed below. Credit is arranged on an individual basis.

700 Graduate Independent Research in Administrative and General Management

710 Graduate Independent Research in Human-Resources Management

720 Graduate Independent Research in Accounting and Financial Management

730 Graduate Independent Research in Food and Beverage Management

740 Graduate Independent Research in Law

750 Graduate Independent Research in Properties Management

760 Graduate Independent Research in Communication

770 Graduate Independent Research in Science and Technology

780 Graduate Independent Research in Economics, Marketing, and Tourism

Monograph

800 Monograph I Fall or spring. Three credits. Required. Research in preparation for the writing of an investigative report.

801 Monograph II Fall or spring. Two credits. Required. The writing of an investigative report.



Access to Cornell

It is the policy of Cornell University actively to support equality of educational and employment opportunity. No person shall be denied admission to any educational program or activity or be denied employment on the basis of any legally prohibited discrimination involving, but not limited to, such factors as race, color, creed, religion, national or ethnic origin, sex, age, or handicap. The University is committed to the maintenance of affirmative-action programs which will assure the continuation of such equality of opportunity.

Cornell University is committed to assisting those handicapped students who have special needs. A brochure describing services for the handicapped student may be obtained by writing to the Office of Equal Opportunity, Cornell University, 217 Day Hall, Ithaca, NY 14853. Questions or requests for special assistance may also be directed to that office.

Financial Aid

As the costs of education increase, more students are unable to meet these costs without assistance. Thanks to resources donated by generous friends and alumni, the School is able to offer grants and short- and long-term loans. A booklet describing the scholarships listed below is available from the Financial Aid Office, School of Hotel Administration, Cornell University, 322 Statler Hall, Ithaca, NY 14853.

In general, financial aid is offered as a "package," involving a number of separate sources. These sources frequently include funds made available by federal or state agencies, which require such programs to be based on need. For financial-aid purposes, *need* is defined as the difference between the total of all available student and parental resources and the total anticipated expense of attending the University. Thus, all applicants for any form of financial aid from the School of Hotel Administration are required to complete a financial-aid application, including the parents' financial statement, as outlined in this section.

The faculty committee on financial aid of the School of Hotel Administration makes financial-aid awards through the Cornell University Office of Financial Aid, in response

to the documented need of applicants. Such awards typically include long-term loans, grants, and eligibility for part-time employment both on and off campus.

Students who meet the appropriate federal and University requirements, and who are accorded *independent status*, need not include parents' financial statements with their applications. Details about independent status are available from the School's financial-aid office.

The application for financial assistance must accompany the general application for admission to the School. However, a request for financial aid *in no way* affects the status of the applicant with regard to admission. The student's ability to finance the cost of attending Cornell is not a criterion for admission. Accordingly, all financial-aid awards are made only after an affirmative admission decision.

Applicants do not apply directly for any of the specific scholarships listed on the following pages but rather make application for financial aid in general. After a financial-aid award is made, the School decides from which scholarship the funds are to be drawn, in accordance with the individual scholarship specifications.



In 1981, a typical student could expect to pay approximately \$9,150 a year for tuition, books, fees, housing, and food. For detailed information regarding tuition, fees, and expenses, readers should consult the publication *Introducing Cornell*.

The amount, time, and manner of payment of tuition, fees, or other charges may be changed at any time without notice.

How to Apply

Undergraduates (freshman applicants and transfer students) seeking any form of scholarship aid must complete the financial-aid form sent with the Cornell admission application (students may also obtain a form

through their high schools or from the Office of Financial Aid, Cornell University, 203 Day Hall, Ithaca, NY 14853).

The application is handled through the College Scholarship Service, which centrally processes scholarship applications, so that information provided to Cornell is available for use by all other participating universities as well. The application is used for all scholarships open to Cornell students, all scholarships awarded by the School of Hotel Administration, and all scholarships available at other institutions. The application for financial aid is due with the admission application.

Students are also eligible for a number of scholarships awarded by non-Cornell agencies. New York State offers various types of financial assistance to qualified college students who are state residents. Information may be obtained from the New York State Higher Education Services Corporation, Student Financial Aid Section, Tower Building, Empire State Plaza, Albany, NY 12230.

Continuing students already enrolled in the School may obtain information regarding scholarships from the School's financial-aid office. Application forms for domestic students are available from the Office of Financial Aid, Cornell University, 203 Day Hall, Ithaca, NY 14853.

Graduate students seeking financial aid are required to file a Graduate and Professional School Financial Aid Service (GAPSAS) application; this application is available from the School's financial-aid office and must be filed with that office. The School offers several graduate teaching assistantships and some

teaching internships, which are not based upon student need but rather are awarded on a competitive basis by a committee of the School's faculty. These awards are generally made to graduate students who have had at least one term of residence in the School of Hotel Administration.

Financial aid for **international students** is subject to the limitations explicit in United States federal law and the limits of available School resources. Undergraduate international students who want to be considered for financial aid must complete the application that is available from the International Student Office, Cornell University, 200 Barnes Hall, Ithaca, NY 14853, USA. Graduate international students who want to be considered for financial aid must complete the application that is available from the financial-aid office of the School of Hotel Administration. Aid applications are reviewed by the financial-aid committee of the School.

Scholarships Awarded by the School

Alameda Plaza Hotel Scholarship
Barney L. Allis Memorial Scholarship
American Hotel & Motel Association Scholarship
Anheuser-Busch Scholarships
Howard Aronson Scholarship
Frederick G. Ashe Memorial Scholarship
Paul P. Auchter Memorial Scholarship
Gail Brazilian Bailey '59 Memorial Scholarship
Banquet Managers Guild Scholarship
James H. Barrett '43 Memorial Scholarship
Robert A. Beck Fund
Bern-Kriendler Foundation Scholarship
Donald Biles Memorial Scholarship



Joseph P. Binns Scholarship
 Thomas L. Bland Scholarship
 John W. Bohrman, Jr., Scholarship
 Richard J. Bradley '63 Scholarship
 David L. Brooke Scholarship
 H. B. Callis Scholarship
 Canadian Club Scholarship
 Raymond M. Cantwell Memorial Scholarship
 Pierre F. Caselli Scholarship
 Chart House, Inc., Scholarship
 Cini-Grissom Associates Scholarship
 John and Jeannette Cini Scholarship-Loan
 Class of '73 Scholarship
 Club Managers Association of America—Metropolitan Chapter Scholarship
 Club Managers Association of America—New York State Chapter Scholarship
 Coleman Family Trust Scholarship
 Howard P. Conrad Memorial Scholarship
 Cornell Society of Hotelmen—Chicago Chapter Scholarship

Cornell Society of Hotelmen—Georgia Chapter Scholarship
 Cornell Society of Hotelmen—Kansas City Chapter Scholarship
 Cornell Society of Hotelmen—New York City Chapter Scholarship
 Cornell Society of Hotelmen—Philadelphia Chapter Scholarship
 Cornell Society of Hotelmen—Toronto Bursary Chapter Scholarship
 Cornell Society of Hotelmen—Washington Chapter Scholarship
 Cornell Society of Hotelmen Memorial Scholarship
 Corning Glass Works Foundation Scholarships
 John Courtney Memorial Scholarship
 Lee F. Dickinson Memorial Endowment Scholarship
 William Wallace Dietz Memorial Scholarship
 A. P. di Tullio Memorial Scholarship-Loan Fund
 John P. Downing Scholarship
 Dubois Chemicals Scholarship
 Duty Free Shoppers Scholarship

Financial Management Scholarship
 Forster Educational Foundation Scholarship
 Four Seasons Hotels Scholarship
 James M. Franzen '69 Memorial Scholarship
 Robert A. Freeman Scholarship
 Hilda L. Gifford '26 Scholarships
 Joseph Gratton Scholarship
 Lenora and Oscar Greene Scholarship
 Herbert L. Grimm Memorial Scholarship
 Grohmann Scholarship
 Grossinger Scholarships
 Hemmeyer Center Hawaii Scholarship-Loan
 Walter Herrmann '52 Memorial Scholarship
 Conrad N. Hilton Foundation Scholarship
 Hilton International Scholarship
 Conrad N. Hilton Scholarship
 Duncan Hines Scholarships
 Ralph M. Hitz Memorial Scholarship
 Chinn Ho Foundation Scholarship
 Holiday Inns, Inc., Scholarship
 Hospitality Food Services Administrators Association Scholarship
 Hotel Association of New York City Scholarships
 Hotel & Travel Index Scholarship
 Howe Furniture Corporation Scholarship
 E. Charles Hunt Scholarship
 Inflight Food Services Association Scholarship
 International Association of Hospitality Accountants
 Inumaru Family Scholarship
 Shirley Besemer Itin Memorial Scholarship
 Howard Johnson Company Scholarship
 J. G. Kayser Scholarship
 Dale Keller Associates Scholarship
 Paul T. Kilborn Memorial Scholarship
 Albert E. Koehl '28 Memorial Scholarship
 Laventhol and Horwath Scholarship
 Peter F. Lee '63 Scholarship
 Lex Hotels Scholarship
 Philip L. Lowe Scholarship
 McCormick and Company Scholarship
 Frank A. McKowne Scholarship
 Dewey MacLain Scholarship
 James W. McLamore '47 Scholarship

Marriott Hot-Shoppes Scholarship
 Howard B. Meek Scholarship
 Ronald E. Milner Scholarship—Loan
 George A. Mouchett Memorial Scholarship
 National Distillers Products Company Scholarship
 Needham and Grohmann, Inc., Scholarship
 New York State Hotel and Motel Association
 Scholarship
 Lillian F. Northington Memorial Scholarship
 Shirley L. Noyes Memorial Scholarship
 Theodore W. Nyerges Memorial Scholarship
 Donald C. Opatrny Memorial Scholarship
 Pamela Pace '77 Memorial Scholarship
 Arthur J. Packard Memorial Scholarship
 Roy H. Park Scholarship
 Partridge-Invitation Club of New York Scholarship
 Albert Pick Hotels and Motels Scholarship
 Pillsbury Company Foundation Scholarship
 Phil Pistilli Scholarship—Loan
 George W. Pittenger Scholarship
 Pleasant Valley Wine Company Scholarship
 Donald N. Pritzker Memorial Scholarship
 A. Raymond Memorial Scholarship
 Professor Helen J. Recknagel Scholarship
 Rockresorts Scholarship Fund
 Christopher Ryder House Scholarship
 Georges and Marian St. Laurent Scholarship
 Martin Samuels Memorial Scholarship
 Saunders Scholarship
 Dorothy and Charles '26 Sayles Scholarship
 F. & M. Schaefer Scholarship
 Schenley Affiliated Brands Corporation Scholarship
 Schlitz Scholarship
 School of Hotel Administration 50th Anniversary
 Scholarship
 School of Hotel Administration Scholarship
 Sheraton Foundation Scholarship
 Norbert F. Sherman Memorial Scholarship
 Sky Chefs Scholarship
 Ben Slutsky Memorial Scholarship
 Sonesta Hotels Scholarship
 Sonabend Endowment Scholarship

Statler Hotel Association Scholarship
 Alice Seidler Statler Scholarship Fund
 Ellsworth Milton Statler Scholarships
 A. E. Stouffer Scholarship
 Elbridge and Mary Stuart Foundation Scholarship
 S. Gregory Taylor Scholarship
 Taylor-Stephano Scholarship
 Louis Toth Memorial Scholarship
 Jeremiah J. Wanderstock Memorial Scholarship
 Frank M. Wageman Endowment Scholarship
 Clarence W. Wannop Memorial Scholarship
 Welch Foods, Inc., Scholarship
 Westin Hotels Cornell Alumni Scholarship
 Westin Hotels Hard Corps Scholarship
 Julius Wile Scholarship
 Winegardner-Hammons Operations, Inc., Scholarship
 Carmen B. Wirth Scholarship
 Joseph R. Woods Memorial Scholarship
 Donald D. Woodworth Scholarship
 Joseph P. Zaffy Memorial Scholarship

Scholarships Awarded by Other Agencies

Villa Banfi—Representative Award
 Beinecke Memorial Scholarship
 Club Managers Association of America—Metropolitan
 Chapter Scholarship
 Club Managers Association of America Scholarship
 Les Dames d'Escoffier Graduate Scholarship
 Food Service Executives Association Scholarship
 H. J. Heinz Scholarship
 Hotel Sales Management Association—Adrian Phillips
 Award
 Herbert H. Lehman Graduate Fellowship
 Karl Mehlmann Scholarship
 The National Hispanic Scholarship

National Institute for the Foodservice Industry (NIFI)
 Scholarships (NIFI-Heinz Scholarships, Golden
 Plate Scholarships, NIFI Graduate Fellowship, and
 NIFI Teacher Training Grants)
 Leo Rodnick Scholarship
 Statler Foundation—Teaching Grants

Loans

Barney L. Allis & Louis and Dorothy Kovitz Loan Fund
 M. R. Angers and Ingrid Gill Loan Fund
 Mildred April Loan Fund
 Howard Aronson Loan Fund
 Raymond M. '52 and Mary Jo Cantwell Loan Fund
 Dr. V. Allen Christian Loan Fund
 Class of '74 Loan Fund
 Cornell Society of Hotelmen Loan Fund
 Mrs. Edmund Ezra Day Loan Fund
 Grohmann Loan Fund
 Terrance Harland Memorial Loan Fund
 Max Hensel Memorial Loan Fund
 Medical Service Corps Loan Fund
 Edna M. Osborn Student Loan Fund
 Donald N. Pritzker Memorial Loan Fund
 Robinsons, Inc., Loan Fund
 Dr. Thomas A. Ryan Memorial Loan Fund
 John J. Welch Loan Fund
 Michael K. Willis Memorial Loan Fund

After Cornell

Placement

Job opportunities for graduates of the School of Hotel Administration have been plentiful throughout the School's history and have included positions in restaurant, hotel, club, and condominium management; food service for airlines, hospitals, the military, offices, plants, schools, and colleges; franchise and multiunit organizations; finance; the planning, construction, and furnishing of industry properties; the design and marketing of institutional equipment and products; advertising, marketing, research, and sales; the operation of resorts, entertainment parks, and similar facilities; and college teaching and administration.

Numerous firms send their representatives to the School each year to interview students for positions in their operations. The placement office also maintains a file on alumni who are actively seeking employment in specific fields and is thereby able to match their needs with those of prospective employers. Employers list openings in *Information on Positions Available*, a weekly job bulletin published by the School's office of alumni affairs and available to the School's alumni.

The programs provided by the School, the helpful contacts students make during their college years, and the admirable record of Cornell graduates in the industry have combined with the efforts of the School's placement office to produce an enviable record: 95-percent employment of graduates throughout the history of the School.

International students who expect to find employment in the United States after graduation must obtain a sponsor or a working visa from the U. S. Immigration Service.

The Cornell Society of Hotelmen

An individual's association with the School does not end on graduation day. Alumni stay in close touch with each other and with the School through the School's official alumni association—the Cornell Society of Hotelmen—which has chapters across the country and around the globe. Dues-paying members receive a quarterly bulletin published by the



society, containing news about other alumni, the School (its curriculum, faculty, and student activities), society chapter meetings, and upcoming social and industry events.

Alumni interview and recommend prospective students for admission and often assist students in obtaining jobs. The society also hosts receptions at industry conferences and conventions and plays an active role in the School's academic program and events through meetings of the Triad Committee, whose membership is drawn from alumni, faculty members, and students.



More about the School

School-Industry Cooperation

The School of Hotel Administration and the hospitality industry have long enjoyed a close relationship. The source material and research funds provided by the industry benefit the School's teaching, research, and publications; the industry benefits in turn from this expertise, as well as from the training of the School's graduates and from the consulting services of its staff.

As noted previously, the Statler Foundation has contributed significant resources toward the School's development. Support from other sources has also been generous. In 1968 the heirs of the late Barney L. Allis, chairman of the board of Hotel Muehlebach in Kansas City, Missouri, contributed funds for visiting lecturers. In 1969 the Howard B. Meek Visiting Professorship was established by the Cornell Society of Hotelmen. In 1972 a \$1 million scholarship fund was established by the dissolution of the Taylor Scholarship Foundation, which had been founded in 1943 and directed by the late S. Gregory Taylor, owner of the St. Moritz and other New York hotels. After his death the foundation was continued by his brother Charles and his wife,

Marica, who have also contributed to the original gift. Other contributors include the House of Banfi, Farmingdale, New York, which has established a generous endowment fund, and *Hotel and Travel Index*, which sponsors a program providing summer internships for the School's students.

Other benefactors have supplied the impressive array of scholarships listed on pages 20–22.

Research

Initially funded by the Statler Foundation, a research-and-development program was established in 1961. These funds were exhausted in 1977, and projects are currently sponsored with School funds and grants from industry—most recently, from the American Express Foundation and the Marriott Corporation. The primary goal of the project-development program is academic enrichment for students and the faculty, but research also serves as a valuable liaison with industry.

Publications

The Cornell Hotel and Restaurant Administration Quarterly is read internationally for its information on lodging, food service, tourism, and related areas. Founded in 1960, *The Quarterly* publishes articles with an academic orientation and those of more general interest, in addition to manuals and books (recent publications include texts on hotel marketing, management contracts, condominium management, and tableside cookery). Once a year *The Quarterly* issues a bibliography, compiled by the School's librarian, of books and articles published in the trade press during the preceding year.

Information about publications available through *The Quarterly's* sales office may be obtained from the Circulation Department, *The Cornell Hotel and Restaurant Administration Quarterly*, Cornell University, 327 Statler Hall, Ithaca, NY 14853.

Executive Education

Through the School's executive-education program, faculty members are involved in the planning and presentation of seminars on a wide range of topics. Some seminars are open to all who wish to attend; others are designed specifically for executive participants. The School also conducts corporate workshops and seminars throughout the world. More information may be obtained from the Executive Education Program, Cornell University, Statler Hall, Ithaca, NY 14853.



The Center for Professional Development

Through its summer program—the Center for Professional Development—the School offers one- to three-week sessions in administration, restaurant management, accounting and financial management, properties management, sales and marketing, housekeeping, and computer information systems. Individuals at levels ranging from broiler cook to general manager enroll in the sessions either to become acquainted with phases of the industry other than their own or to enhance their knowledge of their own areas of operation. For more information write to the Center for Professional Development, Cornell University, Statler Hall, Ithaca, NY 14853.



University Administration

Frank H. T. Rhodes, President of the University
 W. Keith Kennedy, University Provost
 Thomas H. Meikle, Jr., Provost for Medical Affairs
 William G. Herbst, Senior Vice President
 W. Donald Cooke, Vice President for Research
 William D. Gurowitz, Vice President for Campus Affairs
 Robert T. Horn, Vice President, Treasurer, and Chief Investment Officer
 Robert M. Matyas, Vice President for Facilities and Business Operations
 Richard M. Ramin, Vice President for Public Affairs
 Alison P. Casarett, Vice Provost
 Kenneth M. King, Vice Provost
 Larry I. Palmer, Vice Provost
 James W. Spencer, Vice Provost
 Walter J. Relihan, Jr., Secretary of the Corporation and University Counsel
 J. Robert Barlow, Special Assistant to the President
 Neal R. Stamp, Senior Counsel to the University
 Kenneth I. Greisen, Dean of the University Faculty

Cornell Academic Calendar

1981 – 82

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The dates in this calendar are subject to change at any time by official action of Cornell University.

In enacting this calendar, the University has scheduled classes on religious holidays. It is the intent of the University that students missing classes due to the observance of religious holidays be given ample opportunity to make up work.

Registration

Fall term instruction begins
Labor Day (University holiday)

Fall recess:

Instruction suspended, 1:10 p.m.
Instruction resumed

Thanksgiving recess:

Instruction suspended, 1:10 p.m.
Instruction resumed

Fall term instruction ends, 1:10 p.m.
Final examinations begin
Final examinations end
Registration

Spring term instruction begins

Spring recess:

Instruction suspended, 1:10 p.m.
Instruction resumed

Spring term instruction ends, 1:10 p.m.
Final examinations begin
Final examinations end
Commencement Day

Monday and Tuesday, August 31
and September 1
Wednesday, September 2
Monday, September 7

Saturday, October 17
Wednesday, October 21

Wednesday, November 25
Monday, November 30
Saturday, December 12
Wednesday, December 16
Wednesday, December 23
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